



REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
HEADQUARTERS, U.S. ARMY MATERIEL COMMAND
9301 CHAPEK ROAD
FORT BELVOIR, VA 22060-5527

AMCEE

05-05-AMCCC

22 May 2005

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Policy Letter – Contractors in the Workplace

1. The changing nature of our business processes necessitates increased use of and reliance on contractor employees. Contractors are performing roles which have traditionally been filled by military or Army civilian personnel.
2. The use of contractors to provide services formerly performed by Government personnel does not relieve us of our responsibility to act, exercise discretion or make decisions on behalf of the Government. Additionally, contractor personnel must be clearly identified so that they do not gain unauthorized access to sensitive information or make decisions that should be made by a Government official. To ensure we do not create situations conducive to the inappropriate use of contractor personnel. U.S. Army Materiel Command (AMC) organizations and activities should take the following actions:
 - a. All contractor employees will be issued, and will display at all times, distinctive identification badges which clearly differentiate them from Government personnel. Contractor personnel should also identify themselves as such when answering government telephones.
 - b. Contractor employees will not sign memoranda or other documents which in any way imply that they are making a decision on behalf of the Government. For example, contractors should not sign documents prepared on Government stationery nor may they initiate an AMC Form 356, AMC Control and Routing Slip, as the Action Officer without the written approval of a Government official.
 - c. All email accounts issued to contractors on AMC systems will contain a clearly discernible code, name, or other designation which informs the reader that the correspondent is a contractor employee and is not a Government official. In this regard contractor employees who use an automated signature block in their e-mail correspondence must include their contractor affiliation in their signature blocks.
 - d. While it is permissible for contractors to attend meetings on behalf of the Government, under no circumstances may a contractor employee serve as the sole representative of ANIC or any of its subordinate organizations at meetings with the Department of the Army (DA), Department of Defense (DOD), or other agencies. Contractor personnel should identify themselves as contractor employees at the start of any meetings.

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3. Compliance with these instructions will ensure that the proper ethical climate is established and will avoid potentially serious problems which may result from the increased presence of contractors in our workplace.

//Signed//

BENJAMIN S. GRIFFIN

General, USA

Commanding

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